

# Work Talenta DNA as A Catalyzer Employee Performance

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## ABSTRACT

Based on the identification of the problems explained above, this research proposal will focus on two research problems that can be formulated, namely: How is the individual behavior model based on a dynamic attitude to always follow the work culture to improve performance and. Is the proposed new concept of Work DNA Talent (WDT) able to bridge the relationship between leadership transformation and employee performance The three basic theoretical approaches that have been described previously, namely Talent Management theory, DNA theory, and Work Culture theory, are the basis for developing a new concept called Work Talent DNA (WTD). statistical analysis using structural equation models (SEM) through Analysis Moment of Structural (AMOS) software. 24.00. probability sampling with the Proportionate Stratified Random Sampling method. The population is 270 Millennial Generation ASN. The research findings prove that this concept has a significant effect on improving Employee Performance. Thus, Work Talent DNA acts as a mediating variable that links Transformational Leadership with Employee Performance, thus providing a new contribution to the development of modern human resource management theory.

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## 1. Introduction

In Indonesian employment regulations, provisions regarding workforce placement are regulated in Law No. 39 of 2016. In addition, regulations regarding an integrated job placement system are also included in Law No. 13 of 2003, specifically in Articles 35–37, which emphasize the importance of job placement so that each individual can work optimally, develop themselves, and provide benefits to their surrounding environment. Thus, appropriate workforce placement is an important factor in increasing productivity. Therefore, Talent Placement is understood as a strategy to place the right individual in the right position, at the right time, so that organizational goals can be achieved effectively[1]. Therefore, Talent Placement is a strategy to place the right talent in the target position at the right time.

Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Law No. 3 of 2020 Talent Management.[2]. Very relevant amidst the rapid development of technology and its impact on the world of work, it faces new challenges and

opportunities triggered by digitalization and automation, including changes in work culture that shift from conventional to Digital. [3] The VUCA Era (Volatility, Uncertainty, Complexity, Ambiguity) and the Industrial Revolution Society 5.0 also add dynamics to the world of work, where the role of technology such as robots and artificial intelligence (AI) values are regulated in several regulations, especially Law Number 20 of 2023.[4]. increasingly significant. Technological developments have changed employee behavior in carrying out work and work culture behavior from conventional to digital as a developing country that feels quite significant technological developments.[5] Impact in Indonesia. Firstly, according to Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation, released by the McKinsey Global Institute (December 2022), in 2030, as many as 400 million to 800 million people will have to look for new jobs because they will be replaced by machines.[6]

Transformational leadership has a significant and positive direct influence on employee performance. This is in line with previous research conducted [7]. The results of this study indicate that Transformational leadership can provide behavioral examples for employees to work harder, more efficiently and take responsibility to improve employee performance. The magnitude of the influence of Transformational leadership on employee performance indicates the level of employee trust in their leaders.[8]. If this happens, the level of employee performance possessed by employees will tend to be high. Therefore, employee compliance must be maintained by maintaining and improving a leadership style that focuses on work culture [9]. Many research results have been conducted by management experts. Many studies in the field of management have examined the role of Transformational Leadership on employee performance. The results of the research conducted [10]. empirically proves that Transformational Leadership has a significant influence on improving employee performance. However, there are differences in findings in several other studies [11] menunjukkan bahwa Transformational Leadership memang berpengaruh terhadap kinerja showing that Transformational Leadership does have an influence on employee performance, but this influence occurs through the variables of job satisfaction and work engagement as intermediaries [12] found differing findings, suggesting that transformational leadership does indeed influence employee performance, but this influence occurs through the intermediaries of job satisfaction and job engagement [13]. Thus, the various research results show that the findings regarding the influence of Transformational Leadership on employee performance are not yet completely consistent, thus still opening up space for further research

Transformational leadership is frequently cited in publications as an indicator and predictor of employee performance. Leadership is also often measured by policies, budgets and other resources. There is a widely accepted assumption that leadership influences employee performance, although scholars acknowledge that leaders create work culture through the ways in which they manage the organization [11] Transformational leadership supports as a buffer to reduce work stress by encouraging employees to participate more in encouraging two-way communication processes that can produce a conducive climate for staff, characterized by minimal interpersonal conflict and hostility, and more cooperative relationships [14] This study developed a model explaining that transformational leadership has a significant influence on employee performance. However, several other studies have shown that this influence is insignificant. This difference in findings indicates an inconsistency in previous research. Furthermore, several studies also highlight the lack of in-depth research exploring the relationship between leadership style and employee performance. These findings indicate a research gap in the field of transformational leadership, particularly regarding the evaluation of the effectiveness of leadership styles in improving employee performance. These differing results indicate inconsistencies in previous research findings, so further study is needed to understand this relationship more comprehensively. Several studies indicate a lack of research specifically exploring the relationship between transformational leadership and employee performance. These findings indicate a significant research gap in the field of leadership, particularly in evaluating the effectiveness of this leadership style in improving employee performance. Consequently, there remains limited understanding of how transformational leadership actually impacts employee performance within organizations.

## 2. Literature Review and Hypotheses Development

### 2.1 Transformational leadership

Transformational leadership is the soul and spirit of leaders who are able to inspire their followers to change their lives and aspire to greater goals and visions (Judge, 2015). The characteristics of transformational leaders are: first, to increase followers' awareness of the importance of processes and efforts. Second, to motivate followers to prioritize group interests over individual interests. Third, to shift followers' needs beyond material things to higher levels such as self-esteem and actualization [16]. Leadership requires a deep understanding of the role of people in achieving the success of the organization's mission and vision, helping to move leadership from the theoretical realm to a very real and pragmatic space, and providing space to explore leadership styles [17] is the soul and spirit of leaders who are able to inspire their followers to change their lives and aspire to greater goals and visions. Transformational leadership indicators used in this study are [18]:

Transformational leadership is measured using the following dimensions and indicators [19]

- 1) My organization's leaders clearly articulate their vision for the future (Inspirational Motivation).
- 2) My organization's leaders lead by example. (Idealized Influence).
- 3) My organization's leaders challenge me to think about old problems in new ways. (Intellectual Stimulation).
- 4) My organization's leaders say things that make employees proud to be part of the organization. (Inspirational Motivation).
- 5) My organization's leaders have a clear picture of where our organization should be in five years. (Inspirational Motivation).

### 2.2 Work Engagement

Job engagement is associated with the attitudes and behaviors of employees who engage in their work. Job engagement occurs when employees are able to position themselves and play an active role physically, cognitively, and emotionally in their work [20]. who stated that job engagement is a participatory process that utilizes the full capacity of employees and is designed to encourage increased commitment to the success of an organization [21] defines job engagement as active participation in work and considering one's achievements important for self-esteem. Job Engagement Indicators [22] state that there are six indicators that can be used to measure the level of job engagement, as listed below:

Employee engagement is measured using the following indicators [23]

- 1) Time passes quickly when I do my work.
- 2) I often think about other things while doing my work.
- 3) I rarely get distracted while doing my work.
- 4) I put a lot of energy into my work.
- 5) I avoid overtime whenever possible.
- 6) I feel strongly about my work.

### 2.3 Job Satisfaction

Common factors covered include supervisor, current salary, promotion opportunities, and relationships with coworkers [24] These factors are scored on a scale and then summed to create an overall job satisfaction score [25]. Job satisfaction is also a process of achieving employee motivation, becoming more productive at work, and a form of employee work driven by the fulfillment of employee needs. Adequately met employee needs are stimuli that can motivate employees to work comfortably and optimally. There is a positive relationship between job satisfaction and employee performance [26].

Job satisfaction is a positive assessment of one's work results and work experiences. In this study, job satisfaction was measured using the following dimensions:

- 1) Work itself: Job satisfaction is perceived as being achieved if the work aligns with one's interests and abilities.
- 2) Rewards: Pay: Perceives that the salary or wages received are commensurate with the workload and commensurate with length of service and rank.

- 3) Promotion Opportunities: Opportunities for Millennials to advance in their positions within the organizational structure.
- 4) Supervision: Desires a superior who can provide technical assistance and motivation.

## 2.4 Work Talent DNA

In many literature and theories of psychology or human resource management, this term may refer to the view that individual talent or potential is not only influenced by experience and education, but also has a biological component that is inherited. This can include cognitive abilities, creativity, technical skills, or potential in certain fields that are recognized as natural talents. In short, DNA can be interpreted as potential or talent that is visible or inherited biologically through genetics, although environmental influences also play an important role in developing and optimizing these talents [27]. The genetic code in finding that DNA can change due to various factors is indeed true that heredity influences individual characteristics and abilities. DNA is about what makes all the wonders that exist around us possible. The enzyme/hormone system and related genes that regulate behavior [28].

## 2.5 Employee performance

The definition of performance is a description of the level of achievement of a program, activity, or policy in realizing the goals, objectives, vision, and mission of an organization, as outlined in an organization's strategic planning.. Moeherianto [29] Performance is a description of the level of achievement of a program, activity, or policy in realizing the goals, objectives, vision, and mission of an organization, as outlined in an organization's strategic planning. Sutrisno [30] Performance (work achievement) is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them [31] The quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Proposal Writing Systematics [32]

Employee performance is measured using the following indicators [33]

- 1) I carry out the tasks expected of my job.
- 2) I fulfill the responsibilities listed in my job description.
- 3) I meet performance expectations.
- 4) I complete my job responsibilities well.

## 2.5 Sintesis Indikator Concept Work DNA Talent (WDT)

Table 1. New Concept

DNA deoxyribonucleic	Manajemen Talenta	Work culture	SINTEISIS
Kecendrungan Minat	<i>Talent Criteria</i>	<i>Profesionalism</i>	( <i>Easy</i> ) Mudah menguasai keterampilan kompetensi dalam pekerjaan
Kemampuan Alami	<i>Talent Pool Selection</i>	<i>Exemplary Cooperation</i>	( <i>Excellent</i> ) Bekerja dengan hasil akurat, efisien.
Kesenangan aktifitas	<i>Acceleration Development Program</i>	<i>Excellent service</i>	( <i>Enjoy</i> ) kesukaan minat passion
Sifat Keperibadian	<i>Key Position Assignment</i>	<i>Inovasi</i>	( <i>Personalty</i> ) Sifat Keperibadian pola pikir.
Responsip	<i>Monitoring Program</i>		( <i>Earn</i> ) menghasilkan habit bermanfaat nilai hidup.
Kesesuaian nilai tujuan hidup			

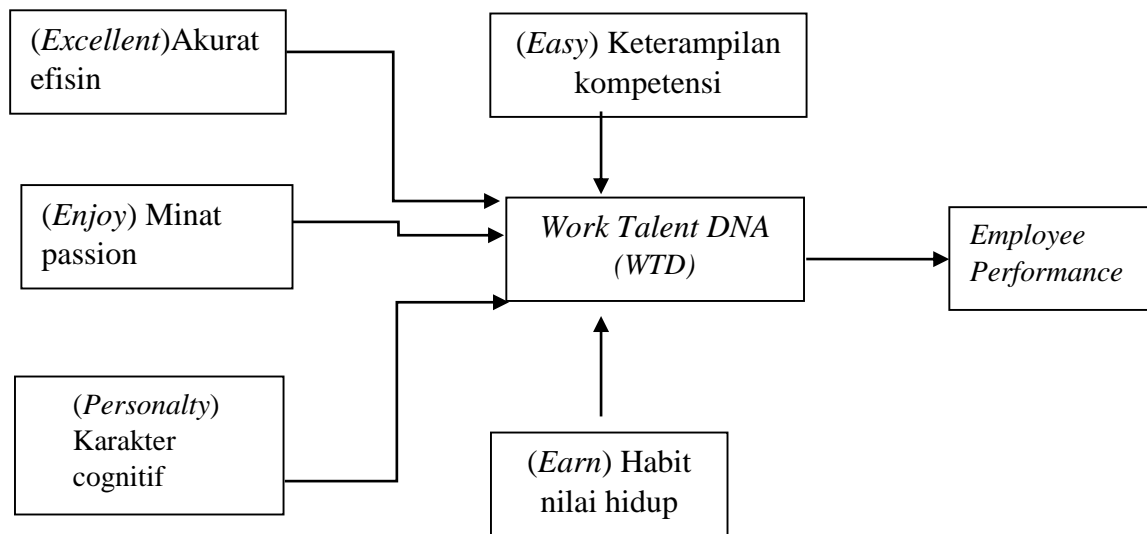


Fig 1. Concept Development

2.6 Developing a New Concept

Talent Management Theory derives talent, genetics derives DNA, and organizational culture theory derives work culture. These three concepts can then be synthesized into Work Talent DNA (WTD). The three-pronged theoretical approach outlined previously Talent Management Theory, DNA Theory, and Work Culture Theory forms the foundation for developing a new concept called Work Talent DNA (WTD).

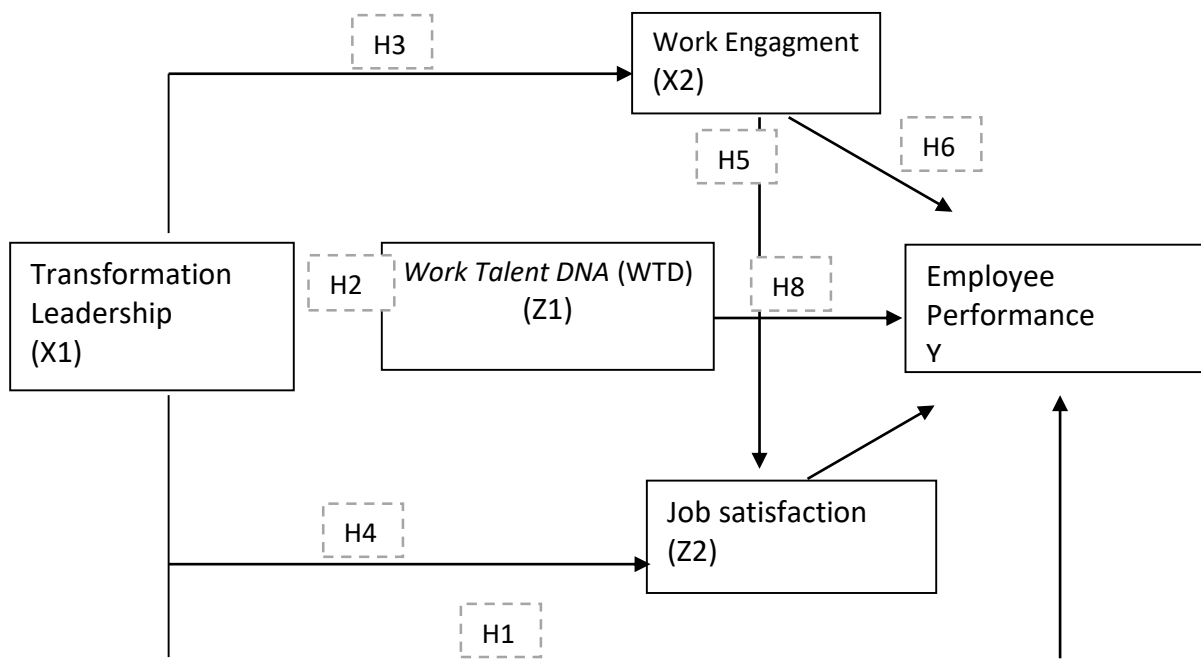


Fig 3. Reserch Model

3. Methods

The research design serves as a guideline throughout the research process to ensure valid, objective, efficient, and effective results. Based on its objectives, this research is categorized as quantitative research with an explanatory approach. Based on its time dimension, this study employed a cross-sectional design. Data collection was conducted directly through a questionnaire as the research

instrument. Overall, this study employed a quantitative survey method conducted at the Ministry of Higher Education, Science, and Technology. The study population was Millennial Generation Civil Servants (ASN) aged 21–41 years, with a minimum of one year of service, and a minimum education level of high school/equivalent to doctoral level. All individuals in this group were potential respondents to the study. The sampling technique used probability sampling with the Proportionate Stratified Random Sampling method. From a total population of 833 Millennial Generation ASN, a random stratification technique was applied with a 95% significance level. Based on proportional calculations, the required sample size for this study was 270 Millennial Generation ASN.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{833}{1 + (833 \times 0,05^2)}$$

$$n = \frac{833}{3,08}$$

$$n = 270,45$$

$$n = 270 \text{ orang}$$

The analysis technique used in this study is Structural Equation Modeling (SEM), a multivariate analysis technique that allows researchers to analyze complex relationships between variables more comprehensively. In this study, SEM was processed using AMOS, which functions to build, estimate, assess, and visualize models through path diagrams.[34] To test the validity of the instrument, Confirmatory Factor Analysis (CFA) was used. A statement item is declared valid if it has a factor loading  $\geq 0.50$ . Further testing is carried out by looking at the significance value of the regression weight model. A path is declared significant if the Critical Ratio (CR) value  $\geq$  the t-table value, or has a significance level of  $p < 0.05$ . [35]

## 4. Results

### 4.1 Deskripsi Responden

Questionnaires were distributed to 350 respondents using a purposive sampling method over a one-month period, from May 5 to July 15, 2025. The questionnaire return rate reached 91.25%, or 291 questionnaires. After screening and checking the data for suitability, 270 data points were deemed suitable for use. Meanwhile, 21 other data points were unusable due to not meeting the specified respondent characteristics or incomplete questionnaires

No	Identitas Responden	Frekuensi	Persentase
1	By Part		
	Inspektorat	57	21,1
	Sekretariat Jenderal	37	13,7
	Direktorat Jenderal Pendidikan Tinggi	50	18,5
	Direktorat Riset dan Pengembangan	34	12,5
	Direktorat Jenderal Sains dan Teknologi	41	15,1
	Staff Ahli	25	8,2
	Pusat data dan teknologi informasi	26	9,2
2	By Gender		
	a. Laki - laki	115	42,6
	b. Perempuan	155	57,4
	Based on Status		
2	a. Married	197	72
	b. Unmarried	78	28
3	By Age		

	a.	26 s/d 45 Years	172	63
	b.	46 s/d 50 Years	80	29
	c.	Diatas 50 Years	23	8
4	By Education			
	a.	Bachelor's Degree	190	70,3
	b.	Master's Degree	80	29,6
5	By Length of Service			
	a.	Less than 5 Years	111	41,1
	b.	6 s/d 15 Years	101	37,5
	c.	Over 15 Years	58	21,4
6	Based on the number of training sessions attended			
	a.	Only once	82	30,3
	b.	2 s/d 5 times	102	37,7
	c.	6 s/d 10 times	68	25,1
	d.	11 s/d 15 times	17	6,2
	e.	More than 15 times	1	0,7

Source: Processed primary data (2025)

The results showed that the majority of respondents were women (57.4%), reflecting the high level of female employee involvement in government services. This is important to consider when developing inclusive and gender-sensitive career and leadership development programs. In terms of age, the majority of respondents were between 26 and 45 years (63%), with 6–15 years of service (37.5%). This group is in the career development stage and has the potential to become the organization's top talent. They also support administrative productivity, thus fostering the development of technical, managerial, and leadership competencies

Training needs to be a priority, especially to prepare them for higher structural positions. In terms of competency, the majority of respondents (37.7%) had attended 2–5 training sessions, and 25.1% had attended 6–10 training sessions. This data indicates a strong learning culture in the workplace. Training plays a crucial role in the talent development system, honing skills and positioning employees to their full potential. Employees with more training frequency tend to be better prepared to assume greater responsibilities, both in functional and structural positions. Employees with more than 10 years of service generally held mid- to senior-level positions, held a bachelor's or master's degree, and had attended more training than new employees. This finding aligns with talent development theory, which emphasizes the importance of experience and continuous learning in developing high-potential employees. Overall, the demographic profile of respondents indicates that organizations have human resources who are of productive age, highly educated, and actively participate in training. This presents a strategic opportunity for organizations to strengthen talent management systems that focus on improving competency, performance, and future leadership readiness.

## 4.2 Deskriptif Analys

### 4.2.1 Deskripsi Variabel Transformational Leadership

**Table 2.** Distribusi Statistik Transformational Leadership

		TL1	TL2	TL3	TL4	TL5
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.99	5.05	5.08	4.97	5.00
Median		5.00	5.00	5.00	5.00	5.00
Mode		6	6	6	6	6
Std. Deviation		1.670	1.538	1.571	1.559	1.626
Range		6	6	6	6	6
Minimum		1	1	1	1	1

Maximum	7	7	7	7	7
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**Tabel 3.** Distribusi Statistik Work Engagement

		WE1	WE2	WE3	WE4	WE5	WE6
N	Valid	270	270	270	270	270	270
	Missing	0	0	0	0	0	0
Mean		4.81	4.70	4.50	4.65	4.56	4.44
Median		5.00	5.00	5.00	5.00	4.00	4.00
Mode		5	5	5	5	5	5
Std. Deviation		1.346	1.437	1.442	1.473	1.451	1.548
Range		6	6	6	6	6	6
Minimum		1	1	1	1	1	1
Maximum		7	7	7	7	7	7

**Tabel 4.** Distribusi Statistik Work Talent DNA

		WTD1	WTD2	WTD3	WTD4	WTD5
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		5.01	4.93	5.03	5.06	5.02
Median		5.00	5.00	5.00	5.00	5.00
Mode		6	6	6	6	6
Std. Deviation		1.436	1.515	1.536	1.601	1.613
Range		6	6	6	5	6
Minimum		1	1	1	2	1
Maximum		7	7	7	7	7

**Tabel 5.** Distribusi Statistik Job Satisfactions

		JS1	JS2	JS3	JS4
N	Valid	270	270	270	270
	Missing	0	0	0	0
Mean		4.95	4.96	4.81	4.94
Median		5.00	5.00	5.00	5.00
Mode		5	5	5	5
Std. Deviation		1.563	1.606	1.481	1.513
Range		6	6	6	6
Minimum		1	1	1	1
Maximum		7	7	7	7

**Tabel 6.** Distribusi Statistik Employee Performance

		EP1	EP2	EP3	EP4
N	Valid	270	270	270	270
	Missing	0	0	0	0
Mean		5.01	5.03	5.01	4.97
Median		5.00	5.00	5.00	5.00
Mode		5	5	5	5
Std. Deviation		1.453	1.570	1.571	1.613
Range		6	6	6	6
Minimum		1	1	1	1
Maximum		7	7	7	7

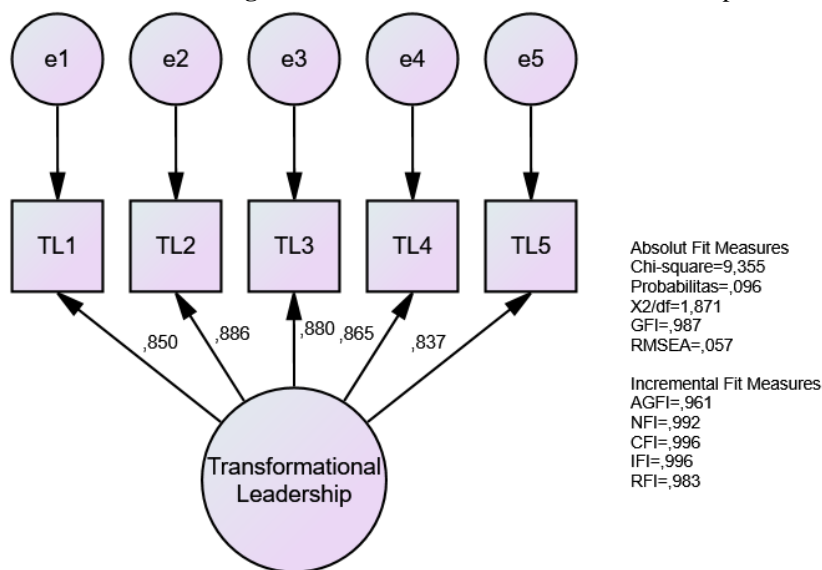
The results of the analysis show that the average has a significant influence, including in the strong or high category. This finding also confirms that all variables have good reliability and are suitable for use in further analyses such as CFA and SEM.

### 4.3 Analisa Infreansial

#### 4.3.1 Analisis Faktor Konfirmatori (CFA) Variabel Eksogen

Confirmatory Factor Analysis (CFA) in the AMOS application was used to confirm the latent construct structure based on existing theory. Thus, CFA is not merely exploratory in nature but also serves to test whether the selected indicators are truly statistically valid in measuring the constructs used in this study CFA serves as the foundational stage before researchers proceed to structural model analysis (SEM). Based on respondents' responses to the questionnaire, the collected data were then analyzed using AMOS 24.00, resulting in Figure

Fig 4. CFA Model Transformational Leadership



Regression Weights Konstruk transformational leadership

	Estimate	S.E.	C.R.	P
TL1 <--- Transformational_Leadership	1,000			
TL2 <--- Transformational_Leadership	1,023	,053	19,277	***
TL3 <--- Transformational_Leadership	,961	,051	18,883	***
TL4 <--- Transformational_Leadership	,941	,052	18,197	***
TL5 <--- Transformational_Leadership	,978	,056	17,416	***

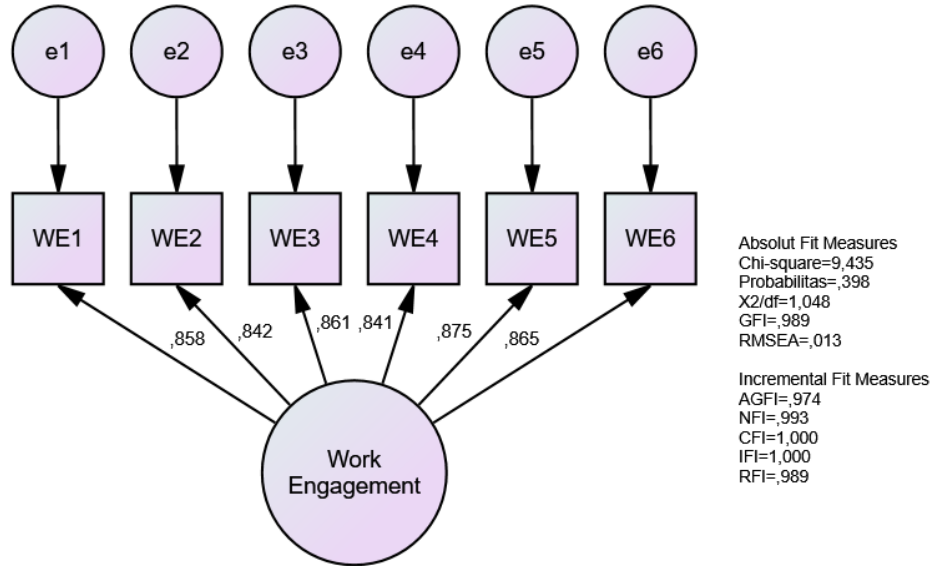
Statistics and Substantive: All C.R. values > 17 and P < 0.001 (\*):\*\* This means that all indicators have a significant effect on the transformational leadership construct. None of the indicators are statistically weak. All Estimate values are positive. The higher the level of transformational leadership, the higher the behavior or perception in each indicator TL1–TL5.

#### 4.3.2 Analisis Faktor Konfirmatori (CFA) Variabel Endogen

The results of the confirmatory analysis of the endogenous variables, namely: Work Engagement, Work Talent DNA, job satisfaction, and Employee Performance, were constructed from 24 indicators. The following are the results of the CFA analysis for each latent variable: The confirmatory analysis

for the Work Engagement variable was measured by six indicators: Time passes quickly when I'm working; I often think about other things while working; I'm rarely distracted while working; I exert a lot of energy doing my work; I avoid overtime whenever possible; and I have a strong sense of belonging to my job. Based on respondents' responses to the questionnaire, the data obtained were tested using Amos 24.00 software, resulting in the following figure.

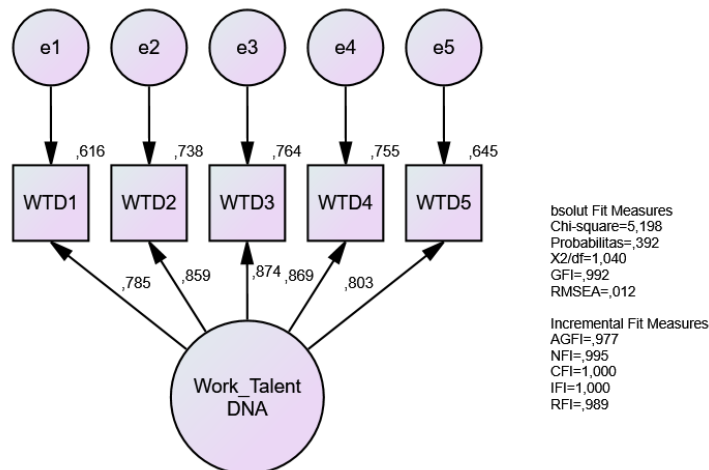
**Fig 5 . Faktor Konfirmatori Variabel Work Engagement**



**Regression Weights Work Engagement**

	Estimate	S.E.	C.R.	P
WE1 <--- Work_Engagement	1,000			
WE2 <--- Work_Engagement	,951	,053	17,954	***
WE3 <--- Work_Engagement	1,034	,055	18,667	***
WE4 <--- Work_Engagement	,962	,054	17,894	***
WE5 <--- Work_Engagement	1,020	,053	19,257	***
WE6 <--- Work_Engagement	,996	,053	18,840	***

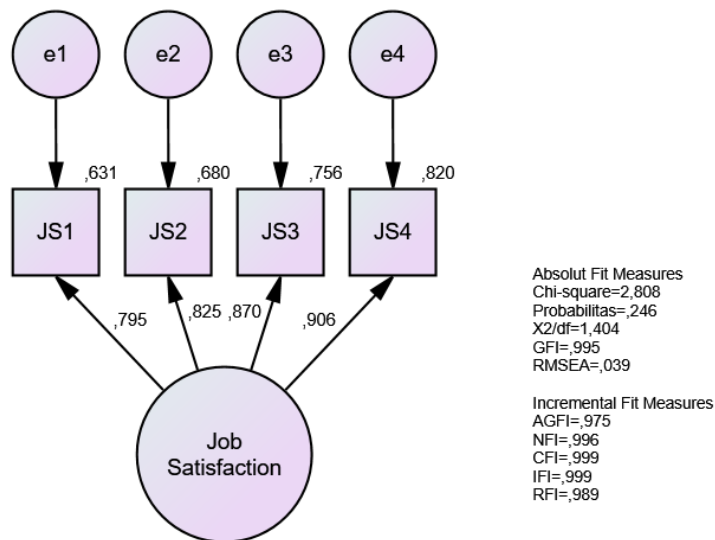
**Fig 6 . Faktor Konfirmatori Work Talent DNA**



**Regression konstruk Weights Work Talent DNA**

		Estimate	S.E.	C.R.	P
WTD1 <---	Work_Talent_DNA	1,000			
WTD2 <---	Work_Talent_DNA	1,041	,066	15,670	***
WTD3 <---	Work_Talent_DNA	1,085	,068	16,031	***
WTD4 <---	Work_Talent_DNA	1,076	,068	15,910	***
WTD5 <---	Work_Talent_DNA	,991	,069	14,386	***

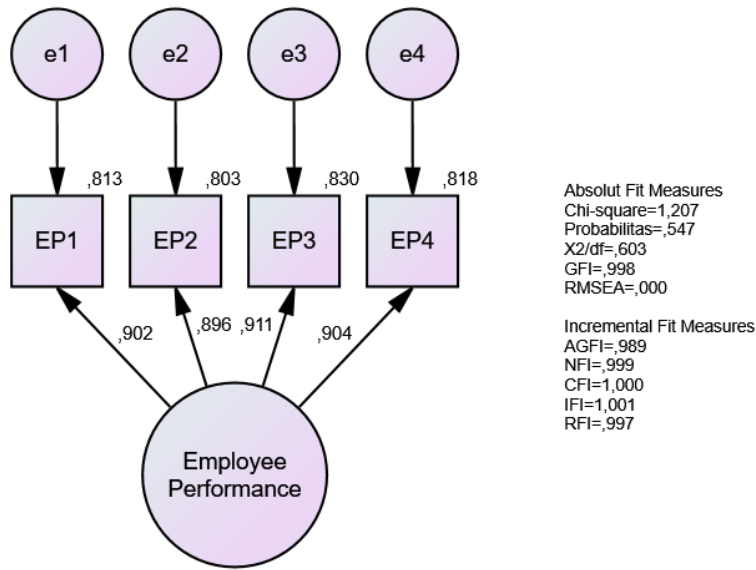
**Fig 7 . Faktor Konfirmatori Job satisfaction**



**Regression Weights Job Satisfaction**

		Estimate	S.E.	C.R.	P
JS1 ←-	Job_Satisfaction	1,000			
JS2 ←-	Job_Satisfaction	1,007	,067	15,026	***
JS3 ←-	Job_Satisfaction	1,023	,064	16,097	***
JS4 ←-	Job_Satisfaction	1,096	,065	16,865	***

**Fig 8 . Faktor Konfirmatori Employee Performance**



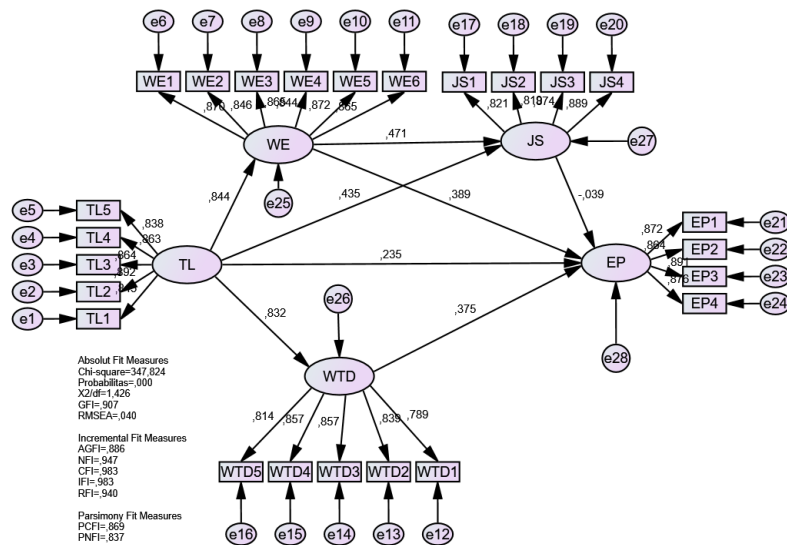
**Regression Weights Employee Performance**

	Estimate	S.E.	C.R.	P
EP1 ←- Employee_Performance	1,000			
EP2 ←- Employee_Performance	1,055	,047	22,630	***
EP3 ←- Employee_Performance	1,052	,045	23,540	***
EP4 ←- Employee_Performance	1,091	,047	23,129	***

A high Estimate value indicates that each statement or behavior item across all variables is able to strongly reflect its construct. Furthermore, because all C.R. values are very large and the p-value is significant, the constructs in this study are proven to have excellent convergent validity. Thus, the measurement model is declared valid and statistically significant. All indicators are also declared reliable in explaining the latent construct. Overall, a high Estimate value indicates that all variables can be measured consistently through the indicators used.

**4.4 Full Model SEM Testing After Model Refinement**

The initial research model contained five construct variables: Transformational Leadership with five dimensions, Work Engagement with five indicators, Job Satisfaction with four indicators, Work Talent DNA as a new concept with five indicators, and Employee Performance as the dependent variable with four indicators. The initial sample size ready for processing was 270 units, which, after removing outliers, was reduced to 291 units. To ensure alignment between the theoretical framework and the empirical analysis, the model specification stage was carried out systematically, encompassing two main components: the measurement model and the structural model. The measurement model was designed to represent the relationship between the latent constructs and their observable indicators, with the aim of testing the validity and reliability of the measurements. Meanwhile, the structural model illustrates the causal relationships between the latent constructs, in accordance with the hypotheses formulated based on the theory used. The results of the processing after removing outliers are shown in the figure below



Structural Equation Modeling (SEM) analysis is intended to analyze the structural relationships among the variables used in the study. The structural relationships among these variables are evaluated for their suitability using the Goodness-of-Fit

Based on the results of the Goodness of Fit test on the full model (Full Model SEM), it was obtained that the model was declared feasible and in accordance with the empirical data. The Chi-square value = 347.824 ( $p = 0.08 > 0.05$ ). Other suitability indicators strengthen the feasibility of the model, such as CMIN/DF = 1.426 ( $< 3.00$ ) which indicates an efficient model, GFI = 0.907 and AGFI = 0.886 which indicate good data representation, and RMSEA = 0.040 which is within the ideal range and indicates a low level of approximation error. In addition, NFI = 0.947, CFI = 0.983, and PCFI = 0.869 all meet the feasibility criteria, confirming that the model structure is balanced and stable. Overall, all indicators meet the Goodness of Fit criteria, so the SEM model is considered valid and suitable for further analysis. This demonstrates that the constructs of Transformational Leadership, Work Engagement, Work Talent DNA, Job Satisfaction, and Employee Performance are consistently and accurately linked in explaining the phenomena studied. Therefore, this model can serve as a strong basis for testing causal relationships and managerial decision-making within the Ministry of Education, Science, and Technology.

**Assumption test results Outliers**

Observation number	Mahalanobis d-squared	p1	p2
177	42,622	,011	,949
181	41,696	,014	,891
129	40,124	,021	,920
183	39,963	,022	,836
229	39,634	,023	,759

Based on the statistical analysis results in the table above, the highest Mahalanobis d-squared value was 42.622. When compared with the Chi-Square ( $\chi^2$ ) value of 51.18, it is clear that 42.622 is  $< 51.18$ . This indicates that there are no outlier scores for any of the latent variables (constructs), or in other words, there were no extreme respondent responses in the questionnaire. This finding confirms that there are no significant multivariate outliers in the data. All observations fall within reasonable

limits and are suitable for use in SEM analysis. Therefore, no data removal was necessary, as the presence of all data does not compromise the model's multivariate normality assumption

## Discussion

### **The Better the Transformational Leadership, the Higher the Work Engagement**

The results of testing Hypothesis 1: The parameter estimate shows a value of 0.387 with a standard error of 0.052, a critical ratio of 7.481, and a probability value of \*\*\* ( $<0.01$ ). Hypothesis 1 is empirically accepted. Hypothesis 1 is accepted at an  $\alpha$  of 0.05, thus concluding that Transformational Leadership has a significant effect on Work Engagement. Therefore, the causal relationship between Transformational Leadership and Work Engagement is established. Transformational leadership creates a safe, meaningful, and supportive work environment, encouraging employees to be more emotionally and cognitively engaged in their work. [36] This leadership style inspires and motivates employees to transcend personal interests, focus on organizational goals, and demonstrate positive behaviors beyond their formal roles. Therefore, transformational leadership has been shown to be effective in increasing work engagement [37] Transformational leadership encourages followers to think beyond personal goals and prioritize organizational goals over personal gain by engaging in activities that, although not part of their formal roles, are highly desirable [38]. This form of out-of-role behavior by followers of transformational leaders enhances self-esteem or self-concept. Transformational leadership, which promotes work engagement, is considered beneficial in increasing the loyalty, trust, and self-esteem of subordinates. Therefore, transformational leadership is the most effective form of leadership, in which leaders closely engage and motivate their subordinates to achieve more than just transactional work engagement [39].

### **The Better the Work Engagement, the Higher the Job Satisfaction**

The results of testing Hypothesis 2: The parameter estimate shows a value of 0.708 with a standard error of 0.095, a critical ratio of 7.450, and a probability value of \*\*\* ( $<0.01$ ). Hypothesis 1 is empirically proven to be acceptable. Hypothesis 2 is accepted at an  $\alpha$  of 0.05. Therefore, it can be concluded that Work Engagement has a significant effect on Job Satisfaction. Therefore, the causal relationship is established that better Work Engagement will increase Job Satisfaction. Work engagement significantly impacts job satisfaction because energy and enthusiasm increase job satisfaction[11]. Engaged employees feel energized and full of energy while working. Engaged employees have high levels of energy and enthusiasm for their work. Furthermore, employees are often completely immersed in their work, making time seem to pass quickly[40]. Engagement enhances a sense of belonging. Deeply engaged employees feel that their work is part of their identity. This sense of belonging strengthens employee commitment and job satisfaction. Employees exhibit vigor, characterized by high levels of energy and mental resilience while working[41]. Work engagement significantly impacts job satisfaction, as dedication enhances meaning and purpose. Employees who feel their work is meaningful and impactful tend to be more satisfied. Dedication to a task creates a sense of contribution to organizational goals. Dedication refers to strong involvement in work and feeling a sense of importance, enthusiasm, and challenge[42]

### **The Better the Transformational Leadership, the Higher the Work Talent DNA**

The results of testing Hypothesis 3: The parameter estimate shows a value of 0.446 with a standard error of 0.056, a critical ratio of 7.910, and a probability value of \*\*\* ( $<0.01$ ). Hypothesis 1 is empirically proven to be acceptable. Hypothesis 3 is accepted at an  $\alpha$  of 0.05. Therefore, it can be concluded that Transformational Leadership has a significant effect on Work Talent DNA. Therefore, the causal relationship is established that better Transformational Leadership will encourage Work Talent DNA. Transformational Leadership influences Work Talent DNA. Talent management refers to a strategic, integrated, and systematic approach to attracting, developing, and retaining individuals whose competencies and potential align with the organization's long-term goals[43]. Transformational Leadership influences Talent Management. It involves identifying high-potential individuals, encouraging employee growth through targeted development initiatives, and integrating employees into the organizational culture to maximize employee contributions to performance and innovation [44].

Transformational Leadership influences effective Talent Management and should be treated as a strategic priority embedded in the organization's architecture [45].

### **The Better the Transformational Leadership, the Higher the Job Satisfaction**

The test results for Hypothesis 4: The parameter estimate shows a value of 0.277 with a standard error of 0.065, a critical ratio of 4.335, and a probability of \*\*\* ( $<0.01$ ). Hypothesis 1 is empirically accepted. Hypothesis 4 is accepted at an  $\alpha$  of 0.05. Therefore, it can be concluded that Transformational Leadership has a significant effect on Job Satisfaction. Therefore, the causal relationship is that better Transformational Leadership will drive Job Satisfaction. Transformational leadership promotes job satisfaction by genuinely caring for employee well-being, fostering a climate of trust, instilling self-confidence in followers, and encouraging individual development.[46]. Therefore, transformational leadership often interacts closely with followers to better understand and meet their needs[47]. Transformational leadership promotes job satisfaction, creating job satisfaction that results in a supportive, open-minded, collaborative, and enthusiastic workforce, which directly impacts a healthy work environment [48].

### **The Better the Job Satisfaction, the Higher the Employee Performance**

The test results for Hypothesis 5: The parameter estimate shows a value of 0.269 with a standard error of 0.062, a critical ratio of 4.362, and a probability of \*\*\* ( $<0.01$ ). Hypothesis 1 is proven to be empirically acceptable, Hypothesis 5 is accepted at  $\alpha$  of 0.05, so that a conclusion can be drawn that Job Satisfaction has a significant effect on Employee Performance, so the causal relationship is that the better Job Satisfaction will encourage Employee Performance. Job satisfaction is a pleasurable emotional state resulting from evaluating one's work as fulfilling or facilitating the achievement of one's work values[49]. Employee job satisfaction can have a positive and significant impact on employee performance due to increased internal motivation. Employees who are satisfied with their jobs tend to have a strong intrinsic drive to perform better. Job satisfaction creates a sense of pride and responsibility for their tasks, leading to naturally increased performance [50]. Employee job satisfaction can have a positive and significant impact on performance related to stable psychological well-being.[51]. Job satisfaction contributes to a healthy mental state, reducing stress and burnout. Psychologically healthy employees are more focused, productive, and able to complete tasks effectively. Job satisfaction can be defined as a set of feelings a person cultivates regarding their work[52].

### **The Better the Work Talent DNA, the Higher the Employee Performance**

The test results for Hypothesis 6: The parameter estimate shows a value of 0.459 with a standard error of 0.073, the resulting critical ratio is 6.285, and the probability is \*\*\* ( $<0.01$ ). Hypothesis 1 is empirically accepted. Hypothesis 6 is accepted at an  $\alpha$  of 0.05, thus concluding that Work Talent DNA has a significant effect on Employee Performance. Therefore, a causal relationship is established that better Work Talent DNA will boost Employee Performance

### **The Better the Work Engagement, the Higher the Employee Performance**

The test results for Hypothesis 7: The parameter estimate shows a value of 0.267 with a standard error of 0.064, the resulting critical ratio is 4.183, and the probability is \*\*\* ( $<0.01$ ). Hypothesis 1 is proven to be empirically acceptable, Hypothesis 7 is accepted at  $\alpha$  of 0.05, so it can be concluded that Work Engagement has a significant effect on Employee Performance, so the causal relationship is that the better Work Engagement will encourage Employee Performance. In today's knowledge-driven and competitive environment, organizations increasingly recognize talent management as a strategic imperative for maintaining performance and achieving long-term goals[43]. Work Talent DNA can improve employee performance through appropriate placement based on potential. When employees are placed according to their talent DNA, they work more efficiently and productively. For example, employees with analytical tendencies will excel in planning or policy evaluation. [53] This increases satisfaction and engagement. Employees who work in accordance with their natural styles and strengths tend to be more satisfied and emotionally engaged. This directly impacts work morale and the quality of work output. Performance is one of the most important indicators in evaluating organizational

performance[39]. Work Talent DNA will drive targeted competency development in Employee Performance. By understanding Work Talent DNA, organizations can design more personalized and effective training and development[54].

### **The Better the Transformational Leadership, the Higher the Employee Performance**

The test results for Hypothesis 8: The parameter estimate shows a value of 0.151 with a standard error of 0.040, a critical ratio of 3.798, and a probability value of \*\*\* ( $<0.01$ ). Hypothesis 1 is empirically proven to be acceptable. Hypothesis 8 is accepted at an  $\alpha$  of 0.05. Therefore, it can be concluded that Transformational Leadership has a significant effect on Employee Performance. Therefore, the causal relationship between Transformational Leadership and Employee Performance is established. Employee performance is a crucial element in organizational success. In efforts to improve work effectiveness, work engagement is a psychological factor that receives special attention. Work engagement is a positive work environment that enhances organizational performance[55]. Work engagement is considered a key indicator of a healthy organization because it significantly influences employee performance and job satisfaction. Research findings indicate that work engagement has a positive and significant impact on employee performance due to high energy and enthusiasm [56]. Employees with high work engagement tend to work with enthusiasm and energy [57]. Work engagement promotes better employee performance, including focus and concentration. Employees who are fully engaged in their work are less likely to be distracted. This is because employees are already engrossed, happy, and absorbed in their work tasks. Employee engagement is the extent to which an individual is focused, engrossed, and attentive in carrying out their duties[58].

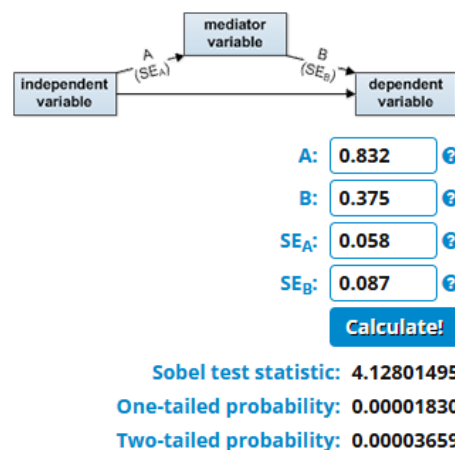
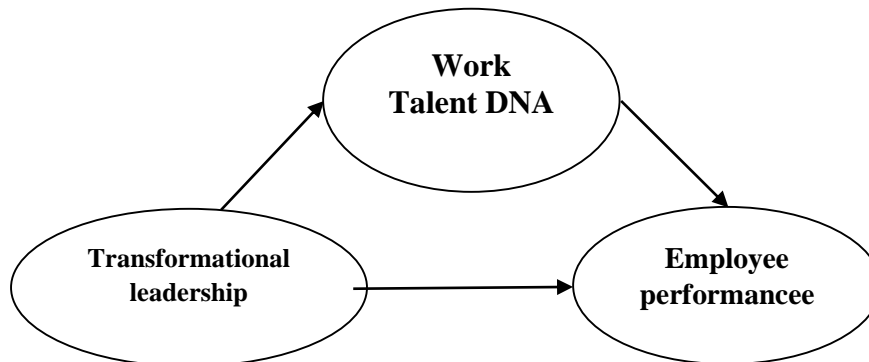
## **5. Conclusion**

Research findings demonstrate that this concept significantly influences employee performance. Thus, Work Talent DNA acts as a mediating variable linking transformational leadership to employee performance, providing a novel contribution to the development of modern human resource management theory. Based on the research problems and business phenomena in ASN Kemendikisaintek, the main problem formulation in this study is: "How does Work Talent DNA play a role in increasing Work Engagement so that it has an impact on Employee Performance To answer the problem formulation, this study developed a concept through an in-depth literature review. The results of the review produced a proposition that became the main novelty in this study. This research was conducted at the Kemendikisaintek agency with research subjects in the form of State Civil Apparatus (ASN). The number of respondents involved was 270 ASN. The data obtained were analyzed using Structural Equation Modeling (SEM) with the help of AMOS 24.00 software. The results of data processing showed that all basic SEM assumptions had been met. The number of samples met the minimum requirements ( $> 100$  respondents), the results of the normality test were within the permitted range ( $2.25 < \pm 2.58$  at  $\alpha = 0.01$ ), and there is no multicollinearity problem indicated by the determinant of covariance matrix value  $> 0$ . In addition, Hoelter analysis at the significance level of 0.01 and 0.05 shows that this research model can be accepted with the satisfactory fit category.

The model feasibility test shows that the model generally meets the fit criteria as seen in the probability value, Chi Square, GFI, AGFI, TLI, CFI and RMSEA show goodness of fit criteria, because it has met the established cut-off value standard, so that the proposed model can be used for further analysis, namely the full SEM model and its confirmatory models such as exogenous, endogenous and per-construct models. Employee Performance can be improved by presenting Work Talent DNA. This study proves that Work Talent DNA has a significant influence in improving Employee Performance. The findings indicate that Work Talent DNA has a significant role as a mediating variable that connects Transformational Leadership with Employee Performance, thus providing a new theoretical contribution in the development of modern human resource management. The main research problem formulation is: "How does Work Talent DNA play a role in improving Work Engagement and thus impacting Employee Performance?" To answer this question, the results of the study reveal that Employee Performance can be improved by strengthening Work Talent DNA. The Work Talent DNA concept emphasizes a continuous process of placing and developing employees according to their personal talents through information, feedback, and appropriate organizational strategies.

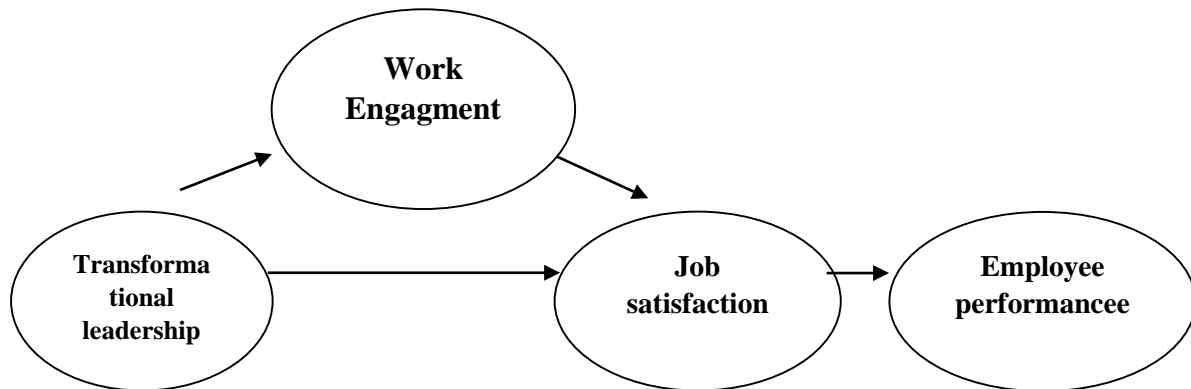
The research problem raised in this dissertation is: "How does Work Talent DNA play a role in increasing Work Engagement and thus impacting Employee Performance?" Eight empirical hypotheses

were developed to address this issue. Based on the data collection results, several alternative answers were obtained to improve Employee Performance by presenting a new concept of Work Talent DNA, namely: Employee performance can be improved through the implementation of Work Talent DNA. This concept plays a role in the continuous development and improvement process to ensure that each employee is placed and developed according to their talents. Through accurate information and feedback, organizations can formulate more appropriate strategies to optimize this potential. With personalized potential-based human resource management, each individual can develop according to their true identity. The result is a more humane and productive work environment that is able to improve employee performance sustainably. In this study, Work Talent DNA was also shown to mediate the relationship between Transformational Leadership and Employee Performance.



The Sobel Test was used to test the significance of the indirect effect in the model. The calculation results showed a Z-value of 4,128 with  $p > 1,96$  mediiasi signifikan  $\alpha = 0.05$ . This finding indicates that Work Talent DNA acts as a significant mediator in the relationship between Transformational Leadership and Employee Performance. Thus, the influence of Transformational Leadership on Employee Performance is proven to operate through Work Talent DNA.

Employee performance improvements can be achieved by strengthening work engagement and increasing job satisfaction. Work engagement describes organizational attitudes and behaviors related to efforts to encourage employee motivation and engagement in the workplace. Meanwhile, job satisfaction refers to employees' positive feelings about their tasks, environment, and working conditions. When work engagement is strengthened, it becomes a key value recognized by all parties within the organization.



This approach results in personalized potential-based HR management, where each individual develops according to their true identity. The impact is the creation of a humanistic, productive, and sustainable work environment. The Work Talent DNA concept is also proven to mediate the relationship between Transformational Leadership and Employee Performance, while strengthening Work Engagement and Job Satisfaction. Work Engagement reflects the level of employee involvement and motivation, while job satisfaction reflects positive feelings about work. Both influence each other and play a crucial role in creating a healthy, productive work environment that supports performance improvement. Overall, this study confirms that improved employee performance can be achieved through synergy between Transformational Leadership, Work Engagement, Job Satisfaction, and especially Work Talent DNA, which is a distinguishing element in the ASN performance development model.

### Research Limitations

- a. The sample size also has limitations because the study was conducted only on civil servants at the Ministry of Education, Science, and Technology. Therefore, generalization of the results can only be made to a similar population.
- b. This study has limitations because it focused only on a few variables: Transformational Leadership, Work Talent DNA, Work Engagement, Job Satisfaction, and Employee Performance. This narrow focus prevents the study from considering other factors that may influence employee performance, such as work environment conditions, task characteristics, or individual psychological factors. Nevertheless, this limitation provides an opportunity for further research to expand the scope of variables, use more diverse analytical methods, and test the Work Talent DNA concept in different types of organizations or sectors. Further research could also explore how aligning talent with the organization's vision, mission, and culture plays a role in finding the right person in the right place. To optimize Work Talent DNA, organizations need to develop human resource management strategies that are not uniform but tailored to each individual's unique potential (personalized potential). This approach is believed to increase the effectiveness of employee placement, development, and performance on an ongoing basis.
- c. Regarding the use of research samples, further studies are recommended to involve a larger and more diverse population so that the research results can be more widely generalized. The research can also be expanded to various sectors or types of industries to gain a more comprehensive understanding of the application of the concept in various organizational contexts. Furthermore, research development can also be directed at populations in schools and universities. This allows researchers to see how the concepts studied are applied in educational settings, as well as how they affect the performance of educators, administrative staff, and students.

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